



How I Want 2/3 to Teach, Train, Fight and Win

18 July 2014

My Priorities:

- 1) Mastering the METL
- 2) Making Marines, Sailors, and Families Successful
- 3) The Physical, Mental, Moral Readiness & Endurance of Every Island Warrior

My Beliefs:

In order to fight & win whenever and wherever assigned, we must become expert in our ability to **SHOOT – MOVE – COMMUNICATE – EVACUATE** and employ effective **COMBINED ARMS** across the physical, mental and moral domains.

Our rifle squads that close with and destroy the enemy are the Main Effort in this battalion. Everything we do is designed to get these Marines to a decisive position of advantage relative to the enemy. Our squads will take care of the last three hundred yards—and no one will be able to beat them. Squad Leader, therefore, is the most important leadership position in this battalion.

The young Marine is the most important person in this battalion. All others exist to support, train, mentor, and LEAD him. His attitude & ability is a reflection of his leadership.

We must care for our teammates—all of them. This includes our family members. Every member of this team has significant potential that has probably never been fully tapped. We must find ways to unlock the success of each teammate and bring along those who need help. **Never abuse a teammate or leave them behind**—instead, help them be a success and coach them to win.

Leaders need to hold themselves accountable for the success of their team and their teammates. Coach your men to win. “Winning is a habit. Unfortunately, so is losing.” –VL. Make your team a success and don’t allow anyone in 2/3 to become a loser.

We need to create and maintain a climate of disciplined initiative, decentralized action, and the ability for our leaders to think, decide, act, and learn from their mistakes. We must cultivate & grow informed, creative leaders who can identify and exploit points of friction, failure, transition, and opportunity to generate tempo relative to our enemy. This will help develop smart, adaptive, and aggressive units that win in any environment.

We must **trust** each other. The foundation of decentralized command is trust, the assured reliance on the character, ability, strength, or truth of a fellow Marine. Anything that adversely affects trust impacts our tempo, our ability to fight the way our doctrine demands, and provides the enemy a seam which he can use to defeat us. Trust is also a major factor in small unit cohesion and belief systems—a vital element of our combat power.

We must be transparent in all we do and communicate well within our battalion, our families, and externally. If we do things right all the time, we never have to hide anything. As leaders, we must all speak with one voice. **Information distortion is leadership enemy#1.** Stay focused on our team’s success & focus on warfighting and leadership development. Take pride in your team, your family, how you treat people, and how you do business. Destroy rumors in place, and never allow them to start or spread. Focus on communicating well—up and down the chain, and laterally.

Combat ready = every aspect of readiness, to include: family, discipline, maintenance, accountability, supply, medical, dental, legal, morale, knowledge, pay—as well as the operational. Do nothing to reduce the fighting power of your team. Make sure your unit is combat ready. Take great care of our gear and equipment. Think risk –vs- gain in all undertakings and ensure we **NEVER** lose men needlessly.

We must commit to mental, moral and physical excellence daily. This needs top down focus and discipline. Support teammates at every rank. Don’t allow the minds, bodies, character, or spirit of a 2/3 warrior to weaken without an immediate energy injection.

To win in this profession, we must be a disciplined team of warfighters who are **physically hard, mentally ready, and morally straight**. In the history of warfare, there has never been a good unit that was undisciplined. Enforcing standards instills attention to detail in your teammates. Attention to detail saves lives in combat and is our best defense against complacency. Good leaders do not allow discipline to falter. We must **always do the right thing, even though the right thing is usually hard**. A well-disciplined, well-trained and well-led Marine unit cannot be defeated on the battlefield. I charge every leader in 2/3 with instilling the highest level of training, discipline, teamwork and leadership in their units.

ENDSTATE: A combat ready battalion prepared to execute all assigned missions, **NLT 1 MARCH 2015.**

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